

# **State of Louisiana**

# **WORKFORCE PLAN**



**Issued by**  
**The Department of State Civil Service**  
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**Shannon S. Templet**

**P. O. Box. 94111**  
**Capitol Station**  
**Baton Rouge, LA 70804-9111**  
**[www.dscs.state.la.us](http://www.dscs.state.la.us)**

*Recruiting Tomorrow's Leaders Today*

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# INTRODUCTION

## ***Workforce Planning: What it is***

Simply stated, workforce planning is getting the right person in the right job at the right time. *Governing* magazine defines workforce planning as: “The systematic assessment of the current and future capacity of the state government workforce.”

Although the Louisiana Department of State Civil Service began emphasizing the importance of workforce planning in the late 1990’s, it is not a new concept. Workforce planning correlates human resources programs to the strategic goals and over all mission of an organization. Human resource programs such as recruitment, compensation and benefits management, performance evaluation, and training are all components of effective workforce planning.

Early workforce planning efforts by the Department of Civil Service included annual reports to agencies of anticipated retirements and turnover, and enhanced training for supervisors and managers. Since then, the workforce planning program has continued to develop. The Department of State Civil Service will continue to focus on providing agencies with the tools needed to develop workforce plans and use them to recruit, train, retain and manage a highly productive workforce.

Workforce planning addresses both current and anticipated staffing needs. The current workforce is assessed in terms of whether its size is adequate, whether it is deployed effectively and whether employees possess the competencies necessary for high performance. The assessments of current and future staffing needs are used to develop action plans to address closing or avoiding skill gaps. Such action plans may include recruitment strategies, use of compensation tools, succession planning, and the development of training or retraining solutions. Future staffing needs are assessed by analyzing the number of employees approaching retirement, turnover rates, environmental impacts on service needs and delivery, as well as anticipated legislative and technological changes.

This report summarizes the State of Louisiana’s current workforce planning issues and initiatives. The focus is on classified employees in the executive branch of state government. Initiatives taken at the statewide level by the Department of State Civil Service are highlighted.

The “Toolkit” section of this report presents an array of options that all state agencies may use to address their individual and unique workforce planning challenges. The “2009 Workforce Planning Survey Report” section presents the results of a statewide review of workforce planning activities among Executive Branch state agencies.

## SUMMARY

### ***Workforce Planning: What Louisiana is doing about it.***

#### **Progress on Statewide Plans From 2008**

Our 2008 Statewide Workforce Plan listed a number of “Future Statewide Plans” that we anticipated working on during 2009 (see page 8 of 2008 Statewide Workforce Plan). The progress made on these projects is described below.

#### Implementation of LA Careers online employment system and new Civil Service staffing rules

The LA Careers online employment system and new Civil Service Staffing rules (Chapters 22 and 23) were implemented effective February 16, 2009. During the month preceding implementation, the Department of Civil Service provided system training to approximately 350 Human Resources professionals statewide. Subsequent to implementation, the training efforts have continued with monthly one-day new user training offered in combination with individual agency training. In addition, the Staffing Division offers bi-weekly user calls to all LA Careers users. These calls focus on specific issues that agencies have reported or suggestions from the Staffing consultants.

LA Careers enables agencies to hire well-qualified applicants with an easy to use online job posting and application system. 97% of applications are being submitted online. The system leverages technology to improve efficiency and eliminates barriers by decentralizing the process and empowers hiring managers by enabling local decision-making to the lowest level any agency chooses. It enables hiring agencies to customize their vacancy announcements to meet their specific needs and attract targeted applicant pools. LA Careers promotes equity and fairness in the hiring process by requiring public posting of vacancies, thus ensuring open access to all citizens. From implementation on February 16, 2009 through August 31, 2009, agencies posted 6,880 classified job openings and 250 unclassified openings. More than 286,000 applications were received and tracked through LA Careers during this period.

LA Careers allows applicants to elect to receive email notification each time a position opens that meets the criteria selected on his or her Job Interest Card. To date, over 171,000 Job Interest Cards have been submitted.

LA Careers makes all steps of the hiring process more transparent to applicants, agencies and citizens. The transparency and availability of hiring data online allows the Department of State Civil Service ready access to data needed to audit the hiring process for compliance with rules and policies and make agencies accountable for their use of decentralized hiring authority.

#### Development of Metrics

The Department has published statewide metrics on its website for Executive Branch agencies. To review this data, see [this link](#) or go to the DSCS Workforce Planning portal under

“Publications and Notifications”—“Facts and Figures on State Employment in the Executive Branch”.

Study the option of creating a new Civil Service rule to require agencies to submit written workforce plans to the Department of Civil Service annually.

Rather than pursuing the option of adopting a Civil Service rule, the Department of Civil Service has decided to work with the Legislature on a proposal to pass legislation that will require agencies to submit annual workforce plans.

## Continuing Statewide Initiatives

### Strategic Planning

Since 1997, with the passage of Act 1465, Louisiana state agencies have utilized a strategic planning and performance-based budgeting strategy to establish goals, objectives and action plans to accomplish their missions. An essential component of this planning process is an analysis and projection of staffing needs. These staffing-need analyses are updated annually as part of each agency's operational plan. The agency strategic plans are formally updated every three years. Agencies are currently working on updating their strategic plans with projections for the period of July 2010 through June 2015.

### Workforce Profiles

Since 1999, the Department of State Civil Service (DSCS) has partnered with the Louisiana State Employees Retirement System (LASERS) to provide state agencies with a Workforce Profile Report summarizing the retirement eligibility of their workforce. Issued each spring, the Workforce Profile Report is used by agencies to analyze their staffing needs when preparing their annual operational plan (see above) as well as to develop recruitment, retention and training strategies. The most recent [Workforce Profile Report](#) was issued in June 2, 2009. ([See General Circular 1768](#))

### Training

The Comprehensive Public Training Program offers training in workforce planning issues to state agency supervisors, managers and Human Resource professionals at both the operational and strategic level. Offerings include:

- “Building Better Performance Through Employee Skill Development” - Part of the mandatory curriculum for all state managers, this class gives managers practical tools to use in analyzing and addressing skill gaps in current employees and developing training plans for new hires.
- “Manager’s Role in Workforce and Succession Planning” - Targeted to upper and middle managers, this course describes the role managers should play in the succession planning process. The purpose of this class is to introduce the concepts associated with succession planning and describe what role managers should play in succession planning. Succession planning enables state agencies to provide training and development opportunities to the agency’s future leaders. Succession planning helps you “build bench strength.” This course helps upper and middle managers answer these two questions: When your workforce retires, who will be ready to replace these experienced employees? What strategies have you implemented to ensure that your agency will be properly staffed with qualified supervisors, managers and leaders?
- “Planning & Accountability” - This class is designed to facilitate the performance measures phase of the strategic planning process. The course will provide an introduction to the role of performance management, an overview of the strategic planning process, and tools to develop methods to measure results.
- “Mentoring” (Succession Planning Series) - This class will help participants determine if mentoring is an appropriate employee development strategy to utilize, and, if so, how to execute a successful mentoring program. Participants will be able to identify and select

potential mentors and protégés; use methods to enable mentors and protégés to build a successful relationship; and learn how to set up an effective mentoring program.

- “On-the-Job Training” (Succession Planning Series) - This class focuses on the benefits of on-the-job training. Participants will learn how to address specific training needs within their agencies, determining the appropriate type of on-the-job training to implement. There is additional information on how to select a trainer and how to evaluate performance during the training period.

In addition to the above, all state supervisors and managers are required to complete training in effective employee selection and performance management as part of the mandatory supervisory training program. This curriculum is designed to equip supervisors and managers with the tools they need to attract and retain high performing employees.

#### Workforce Planning Newsletter and Website

From April 2006 through June 2009, the Department issued a monthly Workforce Horizons on-line newsletter devoted to workforce planning. It was discontinued in June 2009 so the department could focus on a new newsletter.

The new newsletter will include workforce planning topics as well as a broad range of other topics from multiple divisions within the Department of Civil Service. The Civil Service website still maintains an archive of the Workforce Horizons newsletters as well as other workforce planning tools and references [here](#).

### **Future Statewide Plans**

#### Legislation for Workforce Plans

The Department of Civil Service is currently working with the Legislature on a proposal to require agencies to submit workforce plans. We will keep the HR community abreast of the progress of this legislation.

#### Changes to Chapter 6 of the Civil Service Rules

The new rules will focus on performance based pay as a means of improving work performance and recruiting and retaining qualified employees. By the time the 2010 statewide workforce plan is issued, the new rules should be adopted, and the plan will contain details regarding the new rules and their application.

#### New Training Resulting from Act 377

Act 377, of the 2009 Louisiana Legislative Session requires certain unclassified officials to attend a training program in designated areas of concentration within one year of their employment or appointment. The designated areas of concentration stipulated for this training program involve the proper use of the performance management system utilized for state

classified employees and the required procedures regarding the hiring and termination of state classified employees.

As stipulated in Act 377, the Department of State Civil Service and the Division of Administration are charged with the responsibility of instituting, developing, conducting, and providing for an educational program to satisfy this requirement. This program must be designed to improve the supervisory and managerial skills and expertise of state unclassified officials and employees concerning performance planning and review and the rules and procedures regarding hiring and termination of state classified employees.

The Department of State Civil Service will be providing a two-part training program, delivered through an e-learning environment. Module One will involve the proper use of the performance management system ,and Module Two will involve the required procedures regarding the hiring and termination of state classified employees. These e-learning training modules will be available in the early part of 2010. Act 377, has an effective date of July 1, 2010.

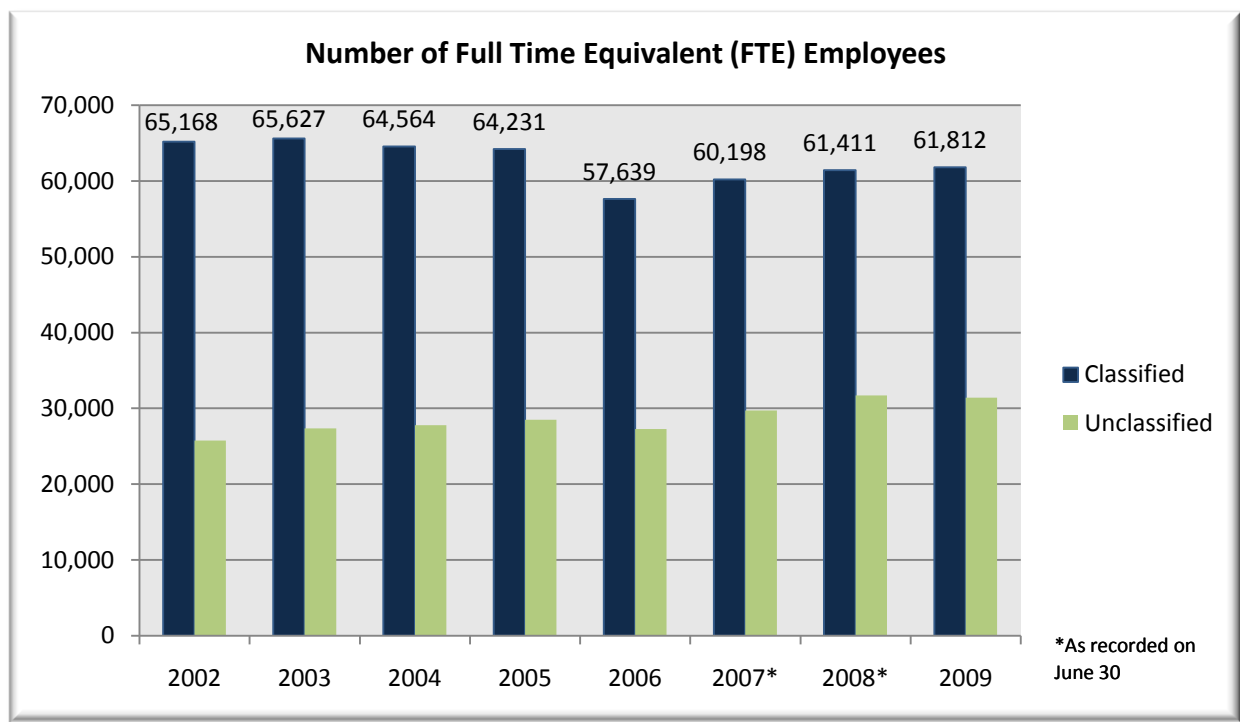


# Louisiana Workforce Facts and Figures

The following charts and tables give an overview of the current Louisiana state workforce.

## Number of State Employees

As of June 30, 2009 there were 93,239 full-time equivalent (FTE) employees in the Louisiana state workforce. Of these, 61,812 were classified employees in the State Civil Service system. The counts in the chart below are of the entire Civil Service system including ports and levee districts. The large drop in classified employees in 2006 was largely due to Hurricanes Katrina and Rita. There has been a slow increase in the number of classified employees over the last three years, but the number today is still below 2005 levels.



\*Data in Table A—[Data Tables Appendix](#)

## Current Employees by Salary Range

The chart below shows the changes in average salary for full-time regular employees over a six year period. The figures are as of June 30 each year and are from the 2008-2009 Louisiana Department of Civil Service Annual Report.



\*Data in Table B—[Data Tables Appendix](#)

## Most Encumbered Job Classifications

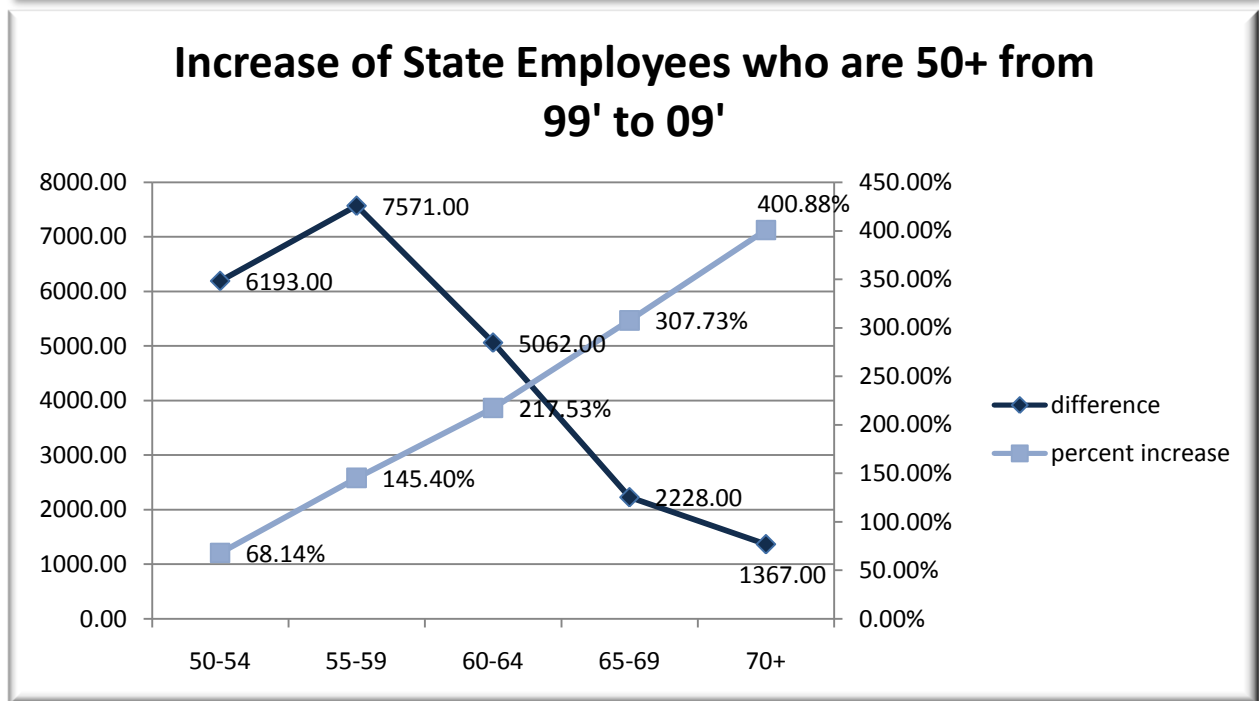
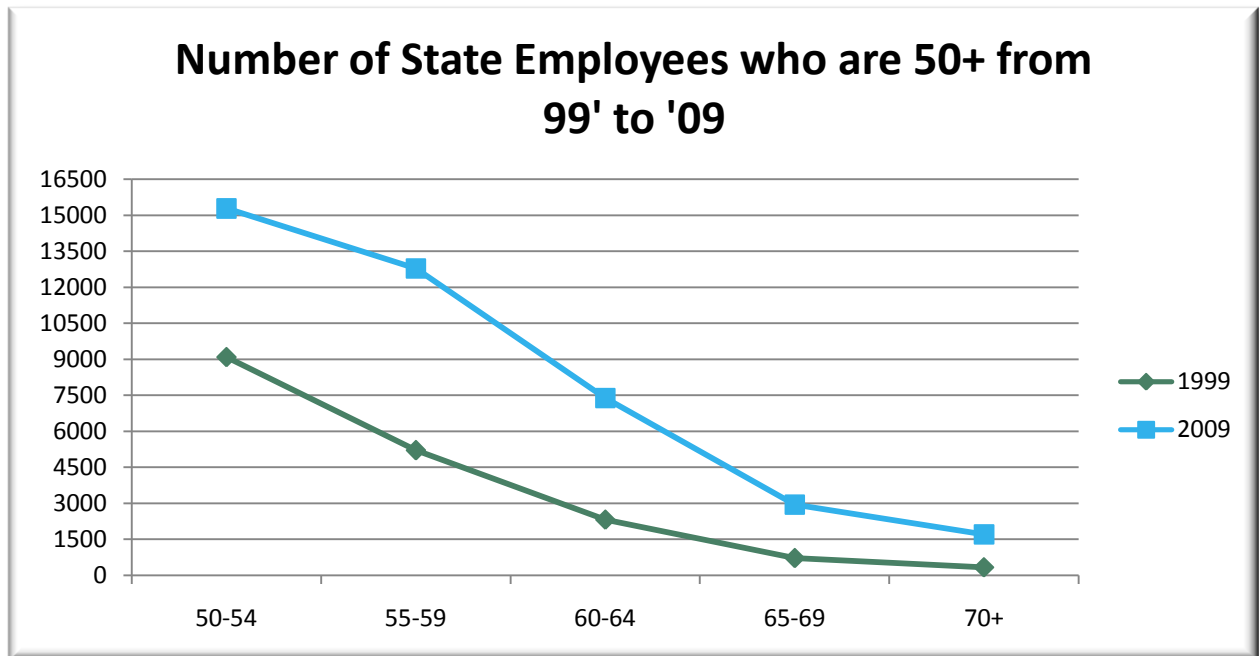
The table below shows the most encumbered job classification groups as of June 30, 2009. Many of the jobs in the table below are part of career progression groups. Initial placement and movement within a career progression group is based on a combination of experience, duty assignments, competencies, and performance. The source of these figures is the June 30, 2009 Civil Service Comprehensive File.

Job Classification			
Number of Employees 6/30/2009			
ADMINISTRATIVE SERIES	7,277	NURSING ASST 2	900
CORRECTIONS SGT/SGT MGR.	3,452	MAINTENANCE REPAIR 2	542
RN 2/3	2,324	MEDICAID ANAL 2	503
CUSTODIAN 1/2	1,885	PSYCH AIDE 2	499
SOC SERV ANAL 2	1,183	ACCOUNTING SPECIALIST 2	488
RESID SVCS SPEC 2	1,097	PRACT NURSE/LICENSED, 2	727

## EMPLOYEE DEMOGRAPHICS

### Age

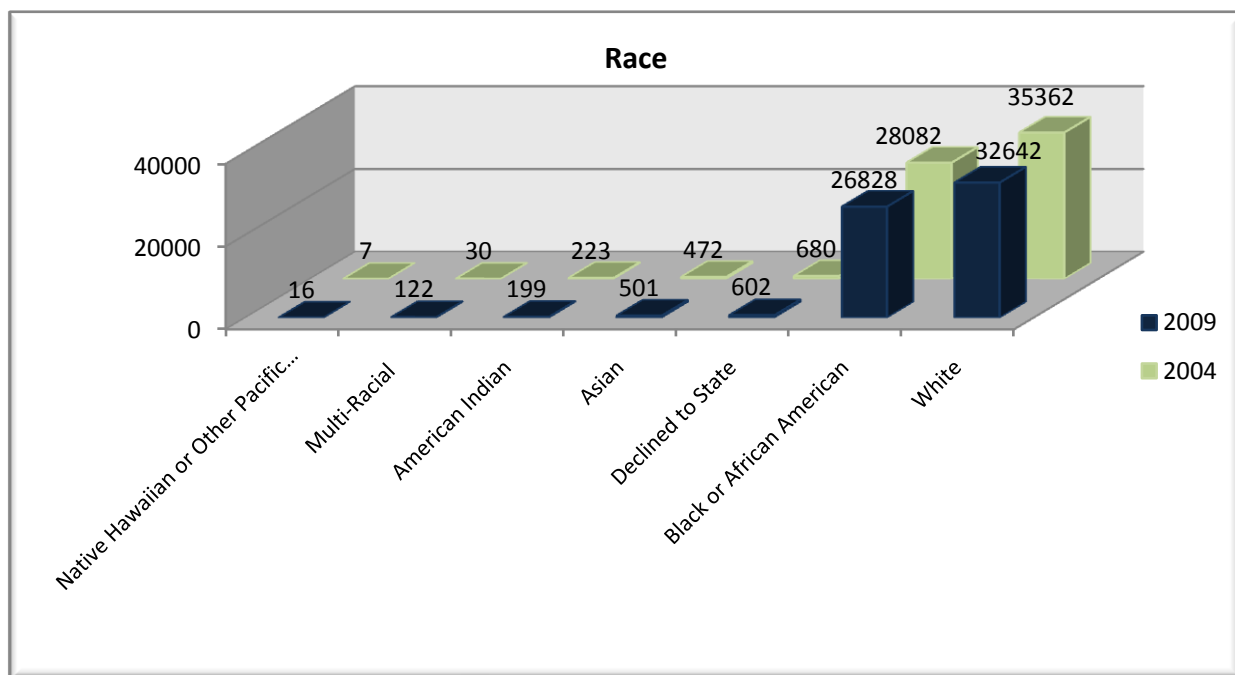
The chart below shows the number of employees within the Louisiana workforce listed by age groups starting with those 50 and above. The second chart shows the number and percentage increase in the aging State workforce population as compared to 2009.



\*Data in Table C—[Data Tables Appendix](#)

## Race

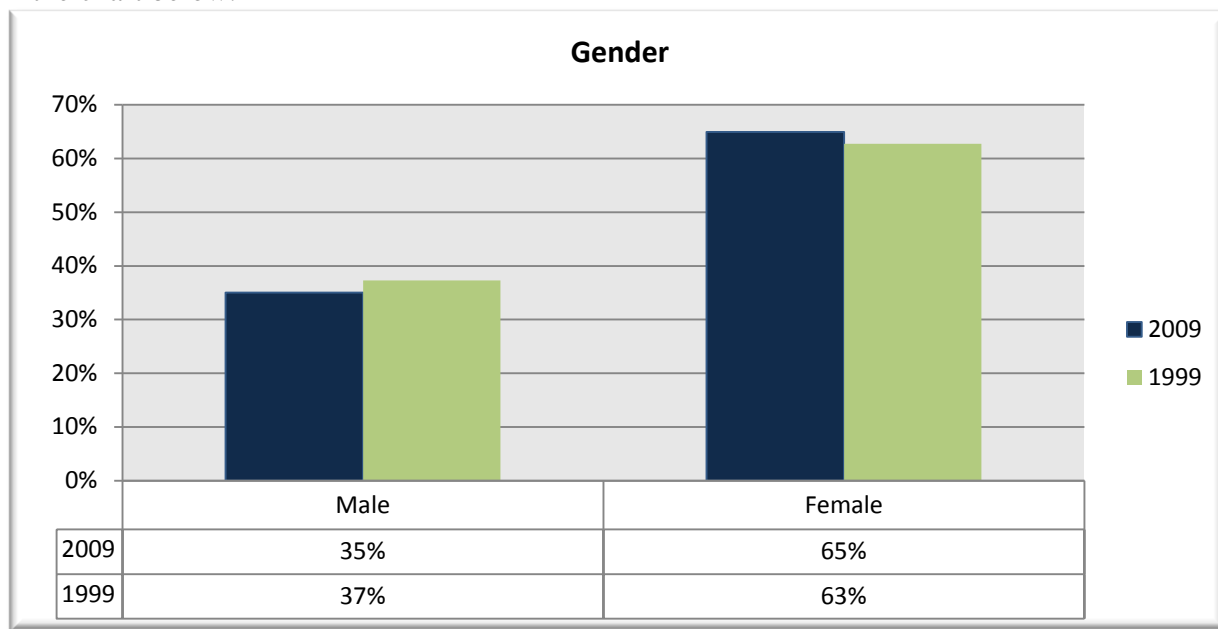
The racial makeup of Louisiana's workforce has changed little in recent years. In 2003, changes were made in the way race was coded. The "Hispanic" category was removed from race and formed part of a new ethnicity category in which one is either "Hispanic" or "Non-Hispanic." Other minor changes were made in the race category labels. Because it would not make sense to compare periods in which different racial categories were used, the data in the chart below compares 2009 figures to 2004 using current race categories. These figures are taken from the June 30, 2009 Civil Service Comprehensive File.



\*Data in Table D—[Data Tables Appendix](#)

## Gender

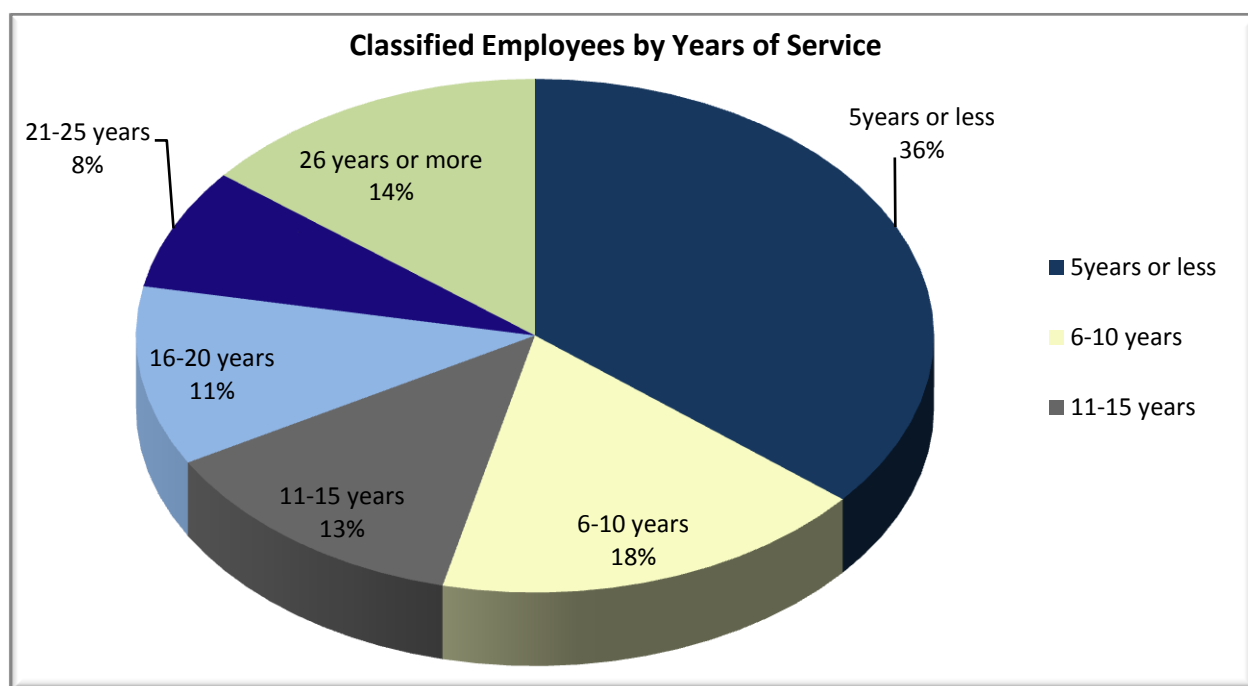
The gender makeup of Louisiana's classified workforce has changed little since 1999 as shown in the chart below.



\*Data in Table E—[Data Tables Appendix](#)

## EMPLOYEES APPROACHING RETIREMENT

### Years of Service



\*Data in Table F—[Data Tables Appendix](#)

## Current and Projected Retirement Eligibility by EEO Category

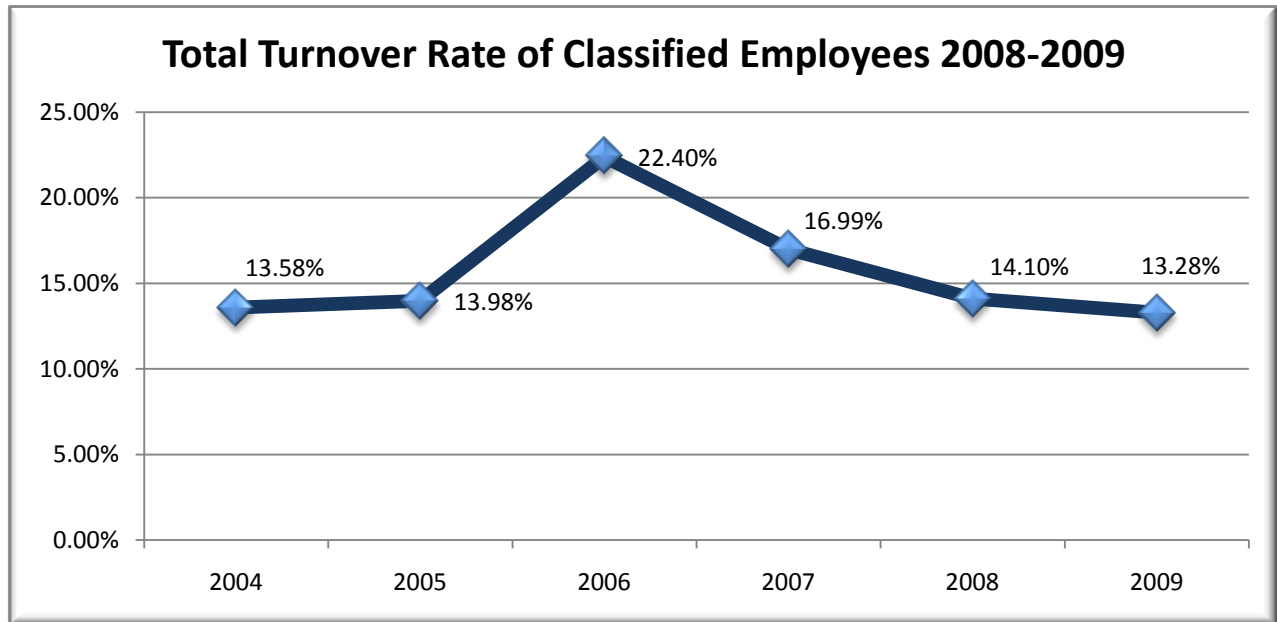
The table below shows average employee age, the number of employees who recently retired, the number of employees currently eligible to retire, and the number (and percentage) eligible to retire within five years. All retirement information in the table is for employees in LASERS (Louisiana State Employees Retirement System) only and as of January 2, 2009. The data represented in this table was taken from the Annual Workforce Profile issued in July 2009.

<b>Current and Projected Retirement Eligibility by EEO Category (2009)</b>					
<b>Occupational Category</b>	<b>Avg. Age of Employees</b>	<b>Number who Retired in Past Year</b>	<b>Number Currently Eligible to Retire</b>	<b>Number Eligible to Retire within 5 yrs</b>	<b>Percentage Eligible to Retire Within 5 yrs</b>
Officials & Administrators	50	193	641	912	23%
Professional	44	533	1599	3,092	15%
Technicians	43	82	316	655	15%
Protective Services	41	91	366	690	11%
Paraprofessional	43	132	437	954	13%
Clerical	45	196	691	1,592	17%
Skilled Crafts	47	133	466	830	16%
Service / Maintenance	46	84	238	478	13%
<b>Total*</b>	<b>45</b>	<b>1,444</b>	<b>4,754</b>	<b>9,203</b>	<b>15%</b>

\*Average Age of Employees and Percentage Eligible to Retire within 5 years are averages.

## **TURNOVER**

As you can see from the chart below, turnover has decreased for the last three years from a high of 22.4% (due to Hurricanes Katrina and Rita). We think the trend is starting to stabilize, but, due to the uncertainty of the state and national economies, we are unsure about future turnover trends.



# TOOLKIT FOR WORKFORCE PLANNING & DEVELOPMENT

The Department of State Civil Service has in place a number of assessments, flexibilities and tools to help agencies in Workforce Planning and Workforce Development Activities. This document describes the tools agencies can tailor to their specific needs. These can be used individually or in combination with others.

In the preceding section “Summary: Workforce Planning: What Louisiana is Doing About It” we describe various steps that we have taken to ensure we can provide the support that agencies need in their workforce planning and development activities.

Managers and supervisors are encouraged to obtain the assistance of their agency Human Resource Office to learn how to most effectively use and apply the measures described in this toolkit.

Agency Human Resource staff are encouraged to contact their Civil Service Program Assistance Coordinator for assistance in building a program comprised of those components that will be most effective for the agency’s needs. Program Assistance contact information can be obtained by calling (225) 342-8274.

Information in this document has been divided into the following four major sections.

- Section 1 - Recruitment & Retention
- Section 2 – Development for Employees, Supervisors and Managers
- Section 3 - Employee Relations & Benefits
- Section 4 - Records & Reports



## **Section 1: RECRUITMENT & RETENTION**

Topics in this section include:

- 1.1 Pay for Recruitment and Retention
- 1.2 Assessment and Selection

### **1.1 Pay for Recruitment and Retention**

Chapter 6 of the Civil Service Rules provides a variety of flexible pay options that agencies can use to recruit the best new employees and retain the most knowledgeable and experienced current employees. These include:

#### **SPECIAL ENTRANCE/RETENTION RATES** – Rule 6.5(b)

Special entrance rates of pay are critical in helping agencies manage geographical differences in competition for employees. These differ from other pay options in that they are market driven rather than driven by the employee's qualification requirements or special job requirements that require additional pay as a premium pay. For many jobs, there are special entrance/retention rates that have been pre-approved and are available for use by any agency at any time. In cases where there is no pre-approved special entrance/retention rate, or in cases where the pre-approved rate is not sufficient, an agency may request the establishment of a special entrance/retention rate. The agency Human Resources Offices is urged to obtain the assistance of their Civil Service Assistance Coordinator if a special entrance rate is needed.

#### **PAY ABOVE MINIMUM FOR EXTRAORDINARY QUALIFICATIONS** – Rule 6.5(g)

This rule allows an agency to pay an employee a higher than minimum rate of pay upon hire or within one year of hire, up to the third quartile of the range for the job. This pay is driven by the qualifications or credentials above the minimum required that are brought to the job by the employee, and payment must be made in accordance with written agency policy.

#### **PREMIUM PAY** – Rule 6.16(a)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize special pay that is not part of an employee's base pay, in situations where employment conditions are unusual or in circumstances where an employee is performing extraordinary duty that is not an integral part of the employee's regularly assigned duties. A Human Resource office wishing to use this rule is urged to contact their Compensation team member.

#### **INDIVIDUAL PAY ADJUSTMENT** –Rule 6.16(c)

Upon agency request and with sufficient justification, the Civil Service Commission may authorize base pay adjustments for individual employees. See Civil Service [Rule 6.16\(c\)](#) and contact your Compensation team member for additional information on criteria.

## PAYMENT FOR ATTAINMENT OF ADVANCED DEGREE – Rule 6.16(h)

An appointing authority may approve a base pay increase of up to 10% for a permanent employee who attains a job-related Master’s Degree, Ph.D., or their equivalent from an accredited college or university while employed at the Department, provided that a Department policy has been approved by the Civil Service Commission and the employee was not previously rewarded for attainment of the degree under another rule.

## OPTIONAL PAY for RETENTION – Rule 6.16.2

After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, grant individual pay adjustments as a lump sum or as a permanent base pay increase to permanent employees to:

- provide for the retention of an employee whose loss would be detrimental to the State (for instance, to match a private job offer), or
- adjust pay differentials between comparable employees, or
- compensate employees for performing additional duties, or
- recruit new employees into difficult to recruit positions.

There are some restrictions on the use of optional pay under this rule; agency Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies.

## REWARDS & RECOGNITION – Rule 6.16.1

After receiving approval from the Civil Service Commission for its written policy, an agency may, at its own discretion, implement a program of monetary and/or non-monetary rewards and recognition for individual employees. Monetary awards shall be made as a lump-sum reward and shall not be part of an employee’s annual base pay.

Human Resource offices are urged to get the advice and assistance of their Compensation team member to develop appropriate and meaningful policies for the use of Rewards and Recognition.

## DUAL CAREER LADDER PROGRAM – Rule 5.9

After receiving approval from the Civil Service Commission for its written policy, an agency may implement a “dual career ladder” program for selected job series. The “dual career ladder” program provides an alternate path for upward mobility to employees in scientific, medical, information technology or engineering professions by allowing upward progression for employees in these highly technical occupations without requiring that they be placed into supervisory or managerial positions.

## **1.2 Assessment and Selection**

The Department of Civil Service embraces a two-fold recruitment effort – one focused on state agency program assistance, and the second toward applicant services. The applicant services program includes external as well as internal recruiting efforts that provide processes and policies that enable state agencies to fill vacant positions with highly qualified applicants in a timely manner and in accordance with legal and professional standards.

### **ON-LINE APPLICATION AND JOB POSTING SYSTEM**

The *LA Careers* system is an online application and tracking system. The system allows agencies to post vacancies and receive applications electronically\*. In addition, agencies are able to use system tools such as supplemental questions and filtering to electronically screen applicants. In the next year, the Department of Civil Service will provide agencies with in-depth training on the use of auto screening methods.

The system includes comprehensive applicant information on job pay, minimum qualification requirements, test requirements and “how to apply”. The system also allows applicants to enroll in a subscription notification service which informs the applicant of updated job vacancy information which meets their search criteria. LA Careers can be accessed at [www.jobs.la.gov](http://www.jobs.la.gov).

\*This easy-to-use system has enabled the State to go from receiving all paper applications to receiving paper applications only 3% of the time.

### **FLEXIBLE QUALIFICATION REQUIREMENTS**

This screening method has been implemented for jobs in the Clerical and Administrative Support category. This tool allows agencies flexibility to hire candidates that have experience or education directly related to the duties of a specific position in this job category.

### **RECRUITING AND CAREER COUNSELING**

The Department of Civil Service operates an Information and Testing Office in Baton Rouge, BRIO, that offers convenient walk-in testing and counseling services. In addition, we offer walk-in Saturday testing at five satellite testing locations across the state.

Consultants from our Information and Testing Office participates in annual recruiting activities that include but are not limited to University and College Career Days, Veteran Job Fairs and other targeted recruiting efforts.

### **RETIREE REHIRE DATABASE**

The Department of State Civil Service has established a database to assist agencies to identify state retirees who are interested and qualified to return to the workforce for part-time and project work. This system helps capture and preserve institutional knowledge of the aging workforce by returning these employees to temporary and/or part-time positions where they can work with newer employees. See General Circular 1688 for details.

## **WEB-BASED SUPERVISORY POTENTIAL ASSESSMENT**

The Supervisory Potential Assessment Tool is designed for state employees who are not currently in a supervisory level position but are considering growth in this career area. The results from this tool will provide an employee with information concerning supervisory skill areas that the employee excels in as well as those skill areas in which the employee needs additional development. This tool is a self-assessment and is designed to assist those employees that complete it with opportunities for growth and development. The results of this assessment do not need to be shared with a supervisor or agency personnel unless the employee chooses to do so. To find out more about the Supervisory Potential Assessment Tool go to this web link:

<http://www.civilservice.la.gov/asp/SupvAssessmentTool/SupvSkillsTool.aspx>

## **Section 2: *DEVELOPMENT for EMPLOYEES, SUPERVISORS AND MANAGERS***

This section contains the following topics:

- 2.1 Employee Development
- 2.2 Supervisory and Managerial Development
- 2.3 Human Resource Professionals Development

The “Employee Development” section includes those items that are available to any employee, whether the employee is a line employee, a supervisor or manager.

The “Supervisory and Managerial Development” section includes those activities that are focused on preparation for and development of state supervisors and managers.

The “Human Resource Development” section includes those activities that are taking place to help agency Human Resource professionals provide the best possible service to their agencies.

### **2.1 Employee Development**

#### **PROBATION PERIOD**

The development process for a new employee begins upon hire and can last for up to 2 years. This is a “working test period”. Any new employee who does not meet the requirements of the job is not granted “permanent” status and is removed from state service.

#### **DOUBLE INCUMBENCY**

Civil Service rules allow two employees to occupy one position at the same time for limited periods. This can be used when an experienced employee is expected to retire in the near future (usually within a year or less). The agency may select the employee’s replacement and place the new employee into the position along with the experienced employee, allowing the two to work at the same level, side by side, for a training period.

#### **DETAIL TO SPECIAL DUTY**

This is similar to a Double Incumbency; however, a “detail” is temporary in nature while a double incumbency is most often a permanent assignment. Agencies may use short-term details to a position whose incumbent is anticipating leaving in the near future, to prepare a pool of potential applicants for the duties of the position. This “revolving” method of detail can also be used to assess, over time, the abilities of several employees who are interested in the position that will be vacated, and the assessment can be used during the final selection process.

#### **LEADERSHIP DEVELOPMENT**

Through the State’s Comprehensive Public Training Program (CPTP), agencies may begin to prepare newer employees for leadership roles through a “Leadership Development” series of classes and presentations. Agency Human Resource Offices or Training Coordinators may obtain additional information by contacting the CPTP Administrator at (225) 342-3620.

## PERFORMANCE EVALUATION AND REVIEW

The State's Performance Evaluation and Review (PPR) system was developed specifically to encourage communication between employees and supervisors. The system requires annual performance planning with employees; expectations are established for each employee based on his/her job duties. The system then requires an annual evaluation of the employee's performance as compared to the expectations and standards communicated to the employee during the planning period; the performance information is used to determine the employee's eligibility for permanent status and/or a merit increase. There is some flexibility for agencies to develop and use their own system rather than the Civil Service approved form and system. This Department requires annual reporting on the level of compliance with the PPR requirements, and at the current time, more than 96% of employees receive a performance evaluation each year.

## **2.2 Supervisory and Managerial Development**

In addition to all of the above items, the following items are available for development of state supervisors and managers:

### COMPREHENSIVE PUBLIC TRAINING PROGRAM (CPTP)

The State provides supervisory and managerial training through the [Comprehensive Public Training Program \(CPTP\)](#). This program provides a variety of courses to develop and enhance supervisory and managerial skills.

### MANDATORY SUPERVISORY TRAINING

The Civil Service rules mandate certain basic courses for supervisors and managers, who have been placed into one of four groups of supervisors/managers. The training requirements for each group have been tailored to the organizational level of the position. The requirements are minimal, and a supervisor or manager who continues training beyond the basic requirements may obtain a managerial certificate through the CPTP training program. The Civil Service Mandatory Training Policy can be found on the Civil Service website.

## **2.3 Human Resources Professionals Development**

### PROGRAM ACCOUNTABILITY

The Department of Civil Service has established the Accountability Division charged with assessing the effectiveness of agency HR programs. The objectives of Program Accountability are:

- To provide an objective assessment of an agency's HR practices
- To assess the agency's level of compliance
- To require corrective action when appropriate
- To praise, cite and share good HR programs and practices
- To help agencies develop the best, most effective HR programs possible and to help HR professionals become the best that they can be

Goals of Program Accountability include:

- To provide a general overview of HR programs and activities of each agency evaluated

- To focus on those aspects of HR most intensely tied to managerial accountability for performance, such as recruitment & selection, use of PPR, standards for granting permanent status, and promotional practices.
- To assess agency compliance with and effective use of Civil Service pay flexibilities

The work of the Program Accountability Division results in the issuance of an agency report card addressing agency progress in implementing recommendations from previous reports as well as a current report of steps an agency should take to improve their Human Resources program.

### PROGRAM ASSISTANCE

This Division is dedicated to providing support for and communication with agency HR offices to help them implement the Accountability recommendations or to pull together any resources needed by an agency to resolve whatever challenges an agency is facing. The consultants in this Division have an expert level of knowledge on a variety of issues, including overtime, layoff, performance evaluation, attendance and leave and other topics, and serve as team leaders when necessary to assemble a group of experts that includes subject matter experts in recruiting and staffing matters and job classification and compensation matters. These consultants are available daily by phone to agencies, and are available to meet individually with agencies, or as the leader of a group of experts who can assist an agency with specific needs.

### HR TRAINING

The Human Resources training consists of a group of core courses for everyone and electives based on an individual's job assignment. Also, special seminars and workshops are developed from time-to-time as needed (for instance, when the Fair Labor Standards Act changed). A sample of the courses available is listed below:

- Introduction to Interpreting Minimum Qualification Requirements
- Controlling Absenteeism and Tardiness
- Documenting for Performance and Discipline
- Performance Planning and Review
- Classification Delegation Training
- Advanced Pay Training
- Seminars on "hot topics" as needed

### STATE PERSONNEL COUNCIL

This Department is assigned a permanent position on the board of the Louisiana Personnel Council organization, which produces at least one professional development conference each year and often hosts or co-hosts one-day conferences during the year.

## **Section 3: EMPLOYEE RELATIONS & BENEFITS**

This Section includes the following topics:

3.1 Promotion of the Public Service

3.2 Flexible work arrangements

3.3 Holidays & Leave

3.4 Health Insurance

3.5 Retirement

3.6 Deferred Compensation Plan

### **3.1 Promotion of the Public Service**

Multiple Divisions within the Department have worked to combat the perception that classified government service is an employer of last resort and replace it with an awareness that public employment with the State of Louisiana is an attractive option. We have stepped up the use of training, brochures, newspaper and television opportunities to promote the good that is done by state agencies and state employees.

### **3.2 Flexible Working Arrangements**

The flexibility of our system allows agencies to implement flexible working arrangements through the use of alternate work schedules, telecommuting, and other flexibilities that allow each agency to manage its workforce in the manner that best suits its needs and that will be key in future efforts to recruit and retain both young employees entering the workforce for the first time, and retirees wishing to return to work on a part-time or temporary basis.

### **3.3 Holidays and Leave**

State employees receive a number of statutory holidays throughout the year; other holidays are proclaimed by the Governor.

Annual (vacation) Leave – State employees receive annual leave (personal or vacation leave) each year, in an amount that increases with years of service. New full-time employees can expect to earn approximately 8 hours of annual leave per month; an employee with fifteen or more years of service will earn approximately 16 hours of annual leave per month. Annual leave accrues and unused leave carries over from year to year; employees are paid for their annual leave balance, up to a maximum of 300 hours, upon separation from the state. An employee who retires from state service with an annual leave balances in excess of 300 hours can use the excess to “add” to the employee’s total service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

Sick leave – State employees earn sick leave in the same increments as they earn annual leave. Sick leave can be used by an employee for his/her own personal illness or medical consultation. Like annual leave, sick leave accrues and carries over from year-to-year. Also like annual leave, any unused sick leave balance can be used upon retirement to “add” to the employee’s total



service used for calculating the retirement benefit, or the employee can opt to receive a lump-sum payment for the leave at an actuarially reduced rate.

**Educational Leave** – The Civil Service rules allow for periods of time off with or without pay for educational purposes; employees on leave without pay can receive a stipend if funds are available for such purpose.

**Military Leave** – Classified employees are allowed time off for military purposes. Up to 15 working days of military leave is with pay; the remainder is without pay unless an employee asks to use his/her annual leave. Employees who are on military leave without pay, and whose military pay is less than the employee's pay in his/her state job, are guaranteed to receive a "pay differential" which makes up the difference between the employee's military pay and his state salary, to ensure that neither the employee nor his/her family endure excessive hardship due to a pay loss for military service.

**Other types of leave** – There are other types of leave available to State employees as provided in **Chapter 11** of the Civil Service rules.

### **3.4 Health Insurance**

The State offers a group insurance plan that offers a variety of insurance options, with the state paying 75% of an employee's insurance premium. Further information about the states group insurance is available at [www.groupbenefits.org](http://www.groupbenefits.org).

### **3.5 Retirement**

The State offers its own Retirement Plans. Information about the State's retirement options is available at [www.lasers.state.la.us](http://www.lasers.state.la.us).

### **3.6 Deferred Compensation**

As a supplemental retirement savings plan for employees, the State offers a Deferred Compensation Plan for tax deferred savings.

## **Section 4: Records & Reports**

There are numerous records and reports available to assist agencies in workforce planning and development. Listed here are some of reports most commonly utilized in workforce planning.

### **4.1 Training Records & Reports**

Training Records and Reports for employees are available through the Comprehensive Public Training Program. The CPTP Administrator can be contacted at (225) 342-3620.

### **4.2 Turnover Reports**

The Department of State Civil Service compiles a statewide turnover report by personnel area on an annual basis that can be utilized by agencies to evaluate turnover among classified state employees. Copies of this information can be obtained from the Civil Service *HR Info* website or by contacting the DSCS Management Information Services Division at (225) 342-8083.

### **4.3 Workforce Profiles**

An Annual Workforce Profile report is issued to each state department by the Department of State Civil Service. This report is organized by EEO-4 categories. For each category of jobs, the report indicates the average age of employees, years of service, the number of employees that retired in the previous year, the number of employees currently eligible to retire, the number of employees currently in the Deferred Retirement Option Plan (“DROP”) and the number of employees eligible to retire within five years. A statewide summary of this information is posted on the workforce planning portal under “Tools for Workforce Development”.

### **4.4 ISIS HR Reports for Workforce Analysis**

Agencies that use the ISIS HR system can generate system reports on employment activities to analyze trends and develop estimated loss liability for employees

#### **PERSONNEL ACTION REPORTS**

The ZP13: Action Reason/Pay Reason Report’ provides a list of separations and/or hires. When compared to position data, this information can be used to evaluate turnover and hiring practices for a specific period. Agencies should refer to the report descriptor in the ISIS HR On-line Help for instructions on how to run this report.

#### **ADJUSTED SERVICE DATE REPORTS**

The ZP25: Date Specifications Report’ generates estimated eligibility for retirement. Using the Adjusted Service Date, agencies can approximate the number of employees who may be eligible to retire over a specific period of time. (However, these dates should *only* be used for estimation purposes. The Adjusted Service Date is not based on retirement system participation and may be incorrect for any employee who separated and withdrew from the retirement system, then returned to state service.)

#### **TURNOVER REPORT**

The ZP54 provides a listing of employees who have vacated their positions within a selected period. The breakdown of the ZP54 can be by agency and/or organizational unit. This allows for further analysis of the turnover within your agency. The action and reason stated for the

departure from the position is provided within the output as well as attributes of the holder that vacated the position. The report also provides the length of time the employee spent in the designated position. \*\*

Be careful, however, to review the report and only use those actions which suggest that employees actually left your agency. Original Assignment actions, for instance, may be an action to remove from the final report because it is likely those employees did not actually leave your agency. Temporary appointments may also be an action to remove from the turnover numbers (for workforce planning purposes), as the appointment(s) were never meant to retain the incumbent(s).

\*\*Note: Transfer actions are not included on the ZP54. To obtain transfer actions, run the ZP13 for the same time period and personnel area, then copy the information to the ZP54 report output.

### RETIREMENT PROJECTION REPORT

The ZP185 outputs unaudited retirement eligibility dates for employees active on the date the report is run that are: within five years of retirement eligibility, already eligible currently in DROP (will have a DROP start date but no DROP end date), working after completing DROP (will have a DROP Start and End Date but no Retirement Date), or Rehired Retiree (employee will have a Retirement Date; may or may not have DROP Start and End dates).

It is important to keep in mind that the Years of Service value utilized to project earliest date for Retirement eligibility is unaudited. This information is interfaced to ISIS HR once a year by the respective retirement systems and intended for agency workforce/succession planning purposes ONLY. This report will only generate those employees who are within 5 years of retirement. If you want to do more in-depth analysis of your workforce service dates, you may want to run the ZP185 in conjunction with the ZP25.

## 2009 WORKFORCE PLANNING SURVEY REPORT

### Executive Summary

Our annual workforce planning survey was done in July 2009 with 28 Executive branch agencies responding (See the section that follows for a complete list of respondents). The 2009 survey is similar in content to the 2007 survey. The most significant change to the survey was the addition of 4 questions about new DSCS workforce planning tool offerings. Responses, arranged by subject category, are compared and highlighted below.

The economic and business climates look significantly different in 2009 than they did in 2007, the year of our last survey. As a result, we saw a decrease in the number of agencies concerned about turnover, using pay mechanisms to attract talent, and using recruiting efforts to fill vacancies. Overall, it appears that workforce development efforts have been scaled down along with the decreasing budgets and increasing workloads.

Agencies are, however, using more budget friendly options to attract and retain talent. They are using flexible options such as: job sharing, work at home, and flexible work hours to make up for the reduction in available monetary options. This year, agencies are more concerned about reductions in force and less about turnover. This trend will likely continue until budgets and the economy stabilize.

### Written Workforce Plan

In 2007, 17.6% of survey respondents indicated that they had a workforce plan. In 2009, that percentage increased to over 32.1%.

The respondents who indicated that they did have a workforce plan were:

- Department of Wildlife and Fisheries
- Department of Treasury
- Louisiana School for the Visually Impaired
- Department of Environmental Quality
- Department of Transportation and Development
- State Military Department
- Department of Public Safety

### Important Workforce Planning Considerations for 2009

- Retirements—In 2007, 82.4% of agencies were concerned about the number of retirements. That number increased by 7% in 2009 to 89.3%.
- Budget cuts—Over 75% of the respondents to the 2009 survey said that budget cuts were a very important workforce consideration for their agency. Additionally, 46% said that Layoffs/Reductions in Force were of concern to them.
- Institutional Memory—In 2007, 88.2% of respondents were concerned about the loss of institutional memory. In 2009, however, that number dropped by 10% to 78.6%.

## Components of Workforce Planning Being Done

- 78% of respondents indicated they had identified key positions likely to be vacated within the next five years. This is down from almost 94% in 2007.
- 44% of respondents indicated they had implemented processes to preserve institutional memory. This down from 50% in 2007.
- In 2009, we saw a shift in the percentage of people concerned about the potential impact of retirements in their agency. The percentage of respondents that thought retirements would have a serious impact on their agency was 50% in 2007. In 2009, however, that percentage was reduced to 15%. The majority of respondents, 50%, in 2009 chose the option that stated that retirements were of some concern, but they would be able to fill most key positions.
- 40% of responding agencies used individual development plans for career development in 2007, but only 26.9% used them in 2009.

## Recruiting

As might be expected in a down economy and state hiring freeze, recruiting efforts have been reduced in almost all of the categories listed below by an average of 10%. In addition, the survey respondents are not as alarmed by the non-retirement turnover in their agencies as they were in 2007.

Presumably since employees have fewer employment options due to the hiring freeze and contraction in the state and national economies, they are choosing to stay in jobs for longer periods of time. By doing so, agency turnover is reduced with their need to recruit. While the need to recruit is not as great, agencies used the recruiting tools below to maintain their market presence in 2009.

Posting vacancies on the internet	Career or job fairs
Targeted on-site visits to campuses	Videos showing job activities and incumbent
Testimonials	Mailing or distributing printed brochures
Paying above minimum of range to start using	Special Entrance Rates (SER's), Extraordinary quals
Special Pay	Premium Pay
Newspaper ads	Professional journals
Television	Radio
Student intern or similar program	

## Training

In 2007, 60% of respondents used online or computer based training. In 2009, however, that number increased to 100%. Survey respondents used outside seminars and workshops at a rate of 96.2% in 2009. In 2007, they were used at a rate of 86.7%.

### Preserving Institutional Knowledge

- In 2009, 69% of agencies checked hiring back retirees as a method they were using to preserve institutional knowledge. This was down slightly from 73% in 2007.
- In 2009, 65% of agencies checked double incumbencies as a method they were using to preserve institutional knowledge. In 2007, 86.7% of agencies were using this tool.

### Accounting and Fiscal Jobs Most Difficult to Fill

One part of the survey gives respondents several job categories and asks them to indicate which ones are most difficult to fill. They were instructed to check all those categories which applied.

- In 2009, over 50% of survey respondents selected Fiscal/Accounting jobs as the most difficult to fill. This is down from 73% in 2007 and up from 32% in 2006.
- Information technology is another field which has seen an increase in recruiting difficulty. In 2006, only 28 % of respondents noted IT jobs as difficult to fill. In 2007, that number increased to 33%. In the 2009 survey, over 46% of respondents noted that IT jobs were among their most difficult to fill.

### Vital Data Agencies Need for Workforce Planning

Most respondents would like to see additional and/or refresher information on certain components of workforce planning and composing a workforce plan.

### **List of Survey Respondents**

Below is a list of the agencies and persons who responded to the survey.

1. Louisiana Public Broadcasting – Dot Efferson, H R Director
2. Department of Department of Public Safety – Stacy Louque, H R Director
3. Department of Revenue – Dee Everett, H R Director
4. Department of Natural Resources – Mary Ginn, H R Director
5. Department of Education – Mary Glosten, H R Director
6. Department of Agriculture & Forestry– Terry Boykin, H R Director
7. Office of Financial Institutions– Barbara Parche', H R Director
8. Division of Administration – Suzette Meiske, H R Director
9. Department Health and Hospitals – Frankie Grant, H R Director
10. Department of Veterans Affairs – Debbie Smith, H R Director
11. Department of Justice – Neomie G. Savoy, H R Manager
12. Department of State-Secretary of State – Pam Rainey, H R Director
13. Office of Student Financial Assistance– Jason McCann, H R Director
14. State Military Department– Louis B. May, H R Manager
15. Department of Public Safety and Corrections- Corrections Services – Byron Decoteau Jr., H R Director
16. Department of Transportation and Development – Susan Pellegrin, H R Director

17. Department of Environmental Quality– Karen V. Schexnayder, HR Director
18. Louisiana School for the Visually Impaired–Susan Rachal, HR Director
19. Office of Group Benefits – Belynda Gauthier, HR Director
20. Office of Juvenile Justice– Gwendolyn C. Jones, HR Director
21. Teachers' Retirement System of Louisiana– Trudy Berthelot, HR Director
22. Department of Treasury– Lynette Mack, HR Director
23. Department of Economic Development– Laura Pate, HR Director
24. Department of Culture, Recreation and Tourism– Jan Ramezan, HR Director
25. Department of Wildlife and Fisheries– June Gillis, HR Director
26. Department of State Civil Service– Kenyetta Sewell, Administrative Officer

## **Appendices**

*Summary of 2009 Workforce Planning Survey Results*

*Data Tables*



## **Summary of 2009 Workforce Planning Survey Results**

<b>2. Does your agency have a written workforce plan?</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Yes	32.1%	9
No	67.9%	19
	<b>answered question</b>	<b>28</b>
	<b>skipped question</b>	<b>0</b>

<b>3. Which of the following are important workforce planning issues for your agency? Please check all that apply.</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Large number of retirements expected in key positions within the next five years	89.3%	25
Loss of institutional memory and/or vital specialized knowledge due to expected retirements	78.6%	22
A lot of turnover in key positions for reasons other than retirements	14.3%	4
Changes in job skills and requirements that will make some current jobs and/or skill sets obsolete	25.0%	7
Scarcity of applicants or employees with needed skills	32.1%	9
Need for training for current employees to prepare them for career advancement within the agency	53.6%	15
Changes in technology that will change key job requirements	32.1%	9
Problems attracting/retaining employees due to pay	53.6%	15
Budget cuts	75.0%	21
Layoffs/Reductions in force	46.4%	13
Other (please specify)	3.6%	1
*TO reductions via HB1 and early retirements*		
	<b>answered question</b>	<b>28</b>
	<b>skipped question</b>	<b>0</b>

4. Specifically, which of the following components of workforce planning has your agency done? Please check all that apply.		
Response Choices	Response Percent	Response Count
Identified key positions likely to be vacated within the next five years	77.8%	21
Identified the critical competencies needed for key positions	29.6%	8
Implemented a process to identify/develop a pool of potential replacements for key positions	22.2%	6
Evaluated the potential impact of technology changes, possible reorganizations, budget, etc., on the workforce	37.0%	10
Implemented training for employees to provide them with appropriate knowledge and skills	51.9%	14
Implemented processes to preserve institutional memory	44.4%	12
Implemented processes to transfer vital knowledge from experienced employees to new employees before it is lost	44.4%	12
Implemented double incumbency for identified retirees	59.3%	16
Dedicated staff members to workforce planning program/initiatives	25.9%	7
Other (please specify)	14.8%	4
*Assigned WFP staff member in 2009*		
*Pilot succession planning program successful so implemented agency wide in mid-2009*		
*In process of developing WFP with emphasis on competencies with career/leadership development plan*		
*Budget constraints forced agency to unfund WFP position*		
	answered question	27
	skipped question	1

5. How does your agency utilize the Supervisory Potential Assessment Tool?		
Response Choices	Response Percent	Response Count
I am not familiar with the Supervisory Potential Assessment Tool.	37.0%	10
I am aware of the Supervisory Potential Assessment Tool but have not utilized it in my agency.	48.1%	13
I am aware of the Supervisory Potential Assessment Tool and encourage my employees to utilize it.	14.8%	4
If you would like more information about the Supervisory Potential tool, please enter your email address.		5
	answered question	27

6. How serious is the potential impact of retirements in your agency within the next five years?

Response Choices	Response Percent	Response Count
Very serious; many key, hard-to-fill positions are at risk	26.9%	7
Serious; some key, hard-to-fill positions are at risk	15.4%	4
Of some concern, but we should be able to fill most key positions with little trouble	50.0%	13
Predicted retirements will have little effect on key positions in our agency	3.8%	1
Don't know; we have not determined the potential impact	7.7%	2
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

7. How serious is the potential impact of estimated non-retirement turnover within your agency?

Response Choices	Response Percent	Response Count
Very serious; many key, hard-to-fill positions are at risk	11.5%	3
Serious; some key, hard-to-fill positions are at risk	15.4%	4
Of some concern, but we should be able to fill most key positions with little trouble	46.2%	12
Estimated non-retirement turnover will have little effect on key positions in our agency	15.4%	4
Don't know; we have not estimated the potential impact	11.5%	3
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>8. How serious is the potential impact of estimated layoff plans or reduction in force measures within your agency?</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Very serious; many key positions are at risk	11.5%	3
Serious; some key positions are at risk	19.2%	5
Of some concern, but we should be able to adjust to the reductions with little trouble	42.3%	11
Not serious; layoffs or reductions in force are not anticipated in our agency	26.9%	7
Don't know; we have not estimated the potential impact	3.8%	1
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>9. What types of training does your agency use to train employees within the agency for possible career development? Please check all that apply.</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Creation of individual development plans for employees or groups of employees targeting development toward specific career goals	26.9%	7
Formal classroom training using agency trainers	46.2%	12
Sending employees to outside seminars and workshops	96.2%	25
On-line or computer based training or webinars	100.0%	26
Cross-training employees through various assignments in equivalent positions so they learn different areas	80.8%	21
Rotating employees in and out of a higher-level position (through detail) to determine their ability and interest	19.2%	5
Mentoring by a more experienced employee	30.8%	8
"Shadowing" a more experienced employee to observe how that employee does his or her job and asking questions	34.6%	9
Assistance paying for college courses/tuition	42.3%	11
Other (please specify)	19.2%	5
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>10. Which of the following recruiting tools does your agency use? Please check all that apply.</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Posting vacancies on the internet	88.5%	23
Career or job fairs	65.4%	17
Targeted on-site visits to campuses	30.8%	8
Videos showing job activities and incumbent testimonials	7.7%	2
Mailing or distributing printed brochures	23.1%	6
Paying above minimum of range to start using Special Entrance Rates (SER's), pay for extraordinary qualifications / credentials, etc.	84.6%	22
Special Pay	61.5%	16
Premium Pay	61.5%	16
Newspaper ads	80.8%	21
Professional journals	30.8%	8
Television	23.1%	6
Radio	3.8%	1
Student intern or similar program	38.5%	10
Other (please specify)	3.8%	1
*Use of online commercial job boards and professional association job posting sites*		
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>11. Besides required Civil Service assessments, which of the following tools does your agency use to assess the competencies of employees or applicants? Please check all that apply.</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Structured Oral Interviews (all applicants for a position are asked the same set of standardized questions)	84.6%	22
Review of application forms or resumes	88.5%	23
In-house written tests	19.2%	5
Review of performance appraisals (PPR's)	88.5%	23
Review of training record / formal education	73.1%	19
Demonstration or performance test (applicant performs some aspect of the job in a mock-up of the actual work situation such as making a presentation to a group or preparing a report using Excel Spreadsheets)	34.6%	9
Reference checks	84.6%	22
Other (please specify)	7.7%	2
*Background checks*		

answered question	26
skipped question	2

**12. Which of the following tools does your agency use to help retain employees? Please check all that apply.**

Response Choices	Response Percent	Response Count
Special Retention Rates (SRR's)-Rule 6.5b	57.7%	15
Special pay under rule 6.16 (such as premium pay, optional pay, individual pay adjustments etc.)	84.6%	22
Pay for extraordinary qualifications or credentials	88.5%	23
Rewards and Recognition Policy/Program	69.2%	18
Dual Career Ladder policies for eligible jobs	38.5%	10
Exit Interviews	84.6%	22
Analysis of reasons for turnover	53.8%	14
Career Progression Groups	88.5%	23
Employee Surveys	38.5%	10
Training/career development opportunities	57.7%	15
Flextime/flexible work schedule	80.8%	21
Working at home/telecommuting	34.6%	9
None of the above	0.0%	0
Other (please specify)	7.70%	2
*Internal communications and personal communication from appointing authority		
*Telecommuting on a limited basis		
	answered question	26
	skipped question	2

**13. Which of the following tools does your agency use to improve the work environment for employees? Please check all that apply.**

Response Choices	Response Percent	Response Count
Flextime/flexible work schedule	76.9%	20
Educational leave	73.1%	19
Stipend programs	3.8%	1
Job sharing	11.5%	3
Working at home / telecommuting	34.6%	9
Surveys of current employees to determine their level of job satisfaction	30.8%	8
Encourage participation in training	65.4%	17
Casual days	80.8%	21

Employee Recognition Days	80.8%	21
None of the above	0.0%	0
Other (please specify)	3.8%	1
*Employee appreciation events during Public Service recognition week*		
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

14. If you have used the Retiree Rehire Database to fill actual vacancies, indicate in the text box below how many vacancies you have filled using it.		
Response Choices	Response Percent	Response Count
Creating precedent files	23.1%	6
Using job aids such as written regulations, policy manuals, guidelines and handbooks	84.6%	22
Establishing an automated data base of critical knowledge	26.9%	7
Documenting work processes / flowcharting	69.2%	18
Hiring back retirees	69.2%	18
Double incumbencies	65.4%	17
Job rotation / cross-training	50.0%	13
Mentoring or job shadowing	34.6%	9
Other (please specify)	3.8%	1
*We are in the beginning stages of developing a written Workforce Development plan.*		
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

15. In April of 2007 Civil Service made available on the HR Info website a Retiree Rehire Database whereby agency HR staff can find names and contact information on retirees interested in being re-employed. Please check the appropriate box below to indicate how you have used the Retiree Rehire Database. CHECK ONLY ONE BOX.		
Response Choices	Response Percent	Response Count
We have not used the Retiree Rehire Database.	38.5%	10
We have used the Retiree Rehire Database to search for applicants for specific vacancies but have not filled a vacancy by reemploying a retiree from the database.	53.8%	14
We have actually filled a vacancy by reemploying a retiree from the Retiree Rehire Database.	7.7%	2
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

16. If you have used the Retiree Rehire Database to fill actual vacancies, indicate in the text box below how many vacancies you have filled using it.		
Response Choices	Response Average	Response Count
Number hired from Retiree Rehire Database	2.75	4
	answered question	4
	skipped question	24

17. Please indicate in text box below any suggestions for improving the Retiree Rehire Database
Responses
<ol style="list-style-type: none"> <li>1. If it could be sorted by areas of interest, on the initial screen.</li> <li>2. Needs to be updated. Many we contacted for possible temporary appointments were no longer interested in employment, numbers were no longer valid, etc.</li> </ol>



18. Please indicate the categories which include the jobs that are the most difficult for your agency to fill. Please check at least one; you may check all that apply.		
Response Choices	Response Percent	Response Count
1. Executive Level Jobs	7.7%	2
2. Managerial / Supervisory Level Jobs	11.5%	3
3. Fiscal / Accounting Professionals	50.0%	13
4. Information Technology Professionals	46.2%	12
5. Scientific Professionals	11.5%	3
6. Engineering Professionals	11.5%	3
7. Professionals - Other	15.4%	4
8. Sub-professional support (Accounting Tech, Engineering Tech, etc)	11.5%	3
9. Social Services	7.7%	2
10. Skilled Trades	26.9%	7
11. Institutional / Custodial	11.5%	3
12. Physicians	3.8%	1
13. Nurses / LPN	15.4%	4
14. Nurses / RN	15.4%	4
15. Mental Health Professionals	11.5%	3
16. Medical - Other	11.5%	3
17. Correctional Officers	7.7%	2
18. Enforcement / Investigation	3.8%	1
19. Fire Fighting	0.0%	0
20. Other (please specify)	15.4%	4
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

19. Which of the following best describes your experience with the new LA Careers online application and tracking system relating to the NUMBER of applications received (per vacancy)?		
Response Choices	Response Percent	Response Count
I receive about the same number of applications per vacancy now as prior to LA Careers.	7.7%	2
I receive fewer applications per vacancy now than prior to LA Careers.	7.7%	2
I receive more applications per vacancy now than prior to LA Careers.	73.1%	19
Not applicable/I am unsure.	11.5%	3
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>20. Which of the following best describes your experience with the new LA Careers online application and tracking system relating to the QUALITY of applicants received?</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
The quality of applicants is about the same as prior to LA Careers.	30.8%	8
The quality of applicants has declined compared to prior to LA Careers (i.e. there are more unqualified or minimally qualified applicants).	23.1%	6
The quality of applicants has improved compared to prior to LA Careers (i.e. hiring managers are finding more qualified applicants to fill vacancies).	26.9%	7
Not applicable/I am unsure.	19.2%	5
	<b>answered question</b>	<b>26</b>
	<b>skipped question</b>	<b>2</b>

<b>21. Is there any vital data that you need for workforce planning that you do not already have or that you need assistance obtaining? Please check all that apply.</b>		
<b>Response Choices</b>	<b>Response Percent</b>	<b>Response Count</b>
Report of training completed by employees	16.0%	4
Report on retirement eligibility of employees	20.0%	5
Report on age of employees	16.0%	4
Turnover Rate	20.0%	5
Assessment of training needed by employees	20.0%	5
Assessment of employee Skill Level	32.0%	8
Assessment of employee potential supervisory skills	36.0%	9
None, all required data is available.	40.0%	10
Other (please specify)	12.0%	3
	<b>answered question</b>	<b>25</b>
	<b>skipped question</b>	<b>3</b>

22. What are the challenges you face in recruiting and retaining employees? Please check all that apply.		
Response Choices	Response Percent	Response Count
Insufficient base pay; some relief is seen when other pay mechanisms are used	68.0%	17
Insufficient base pay; additional pay mechanisms do not help	8.0%	2
Minimum Qualification requirements are too stringent	8.0%	2
Shortage of qualified employees STATEWIDE, or	16.0%	4
Shortage of qualified employees, LOCAL	8.0%	2
High turnover due to job conditions (shift work, travel, overtime, etc).	32.0%	8
Inadequate benefits package	0.0%	0
Funding	48.0%	12
Other or Additional Explanatory Information	12.0%	3
* Negative information in the media recently regarding state employment.*		
*Job titles and pay levels are important to individuals for various reasons, including the value that is publicly attached to the job performed.*		
	answered question	25
	skipped question	3

**23. OPTIONAL: Looking ahead, what is the biggest problem your agency will face with respect to staffing during the next five years? Enter your answer in the box below.**

- The number of management level employees eligible to retire and the lack of employees properly trained and skilled that qualify to assume these positions
- Loss of institutional knowledge when retirements occur.
- Retirements of managerial staff
- Turnover and finding, hiring, and keeping the best qualified individuals
- Training, mentoring for the next level due to high turn-over in key positions.
- Reduction in workforce due to mandated budget cuts.
- Replacing the key employees eligible to retire. Keeping the number of employee/budget increases as needed (no reduction in force) to fulfill the goals set for Elections, Archive and Commercial Program.
- Corrections Services greatest obstacle will be in the area of funding. We believe that we strategies in place to attract and recruit applicants, however, without adequate funding few positions will be available.
- Retention of Scientists.
- Inability to compensate employees at the desired rate
- Replacing approximately 13 employees with 25 or more years of service.
- Recruiting qualified applicants who will come in at the starting rate of pay. Even with the pay flexibilities, we still have budget issues.
- Continued high turnover and impending retirements which lead to wasted training resources and loss of agency knowledge while adding increased job competencies due to technology.
- funding

**24. OPTIONAL: Please use the text box below to describe areas of workforce planning for which you would like to see more training or assistance provided.**

- How to develop future leaders in organizations. Mentoring "how to".
- An updated workshop about all of the areas you need to address to complete a successful workforce plan.
- Identifying and Analyzing competencies and skills
- How to develop a plan and accumulate all data needed to address workforce issues.
- No suggestions at this time.
- CPTP class aimed at educating and informing those individuals close to retirement about the importance of knowledge transfer to their possible successors. (i.e. getting those individuals to buy into succession planning)
- Employee skill assessment guidance.
- Job Rotation/Mentoring, Documenting Work Processes, Assessment of Employee potential

**25. OPTIONAL: Please make any comments or ask any questions you have about workforce planning or this survey by using the text box below.**

- Survey was easy to complete and it captured a lot of information.
- No comments or questions at this time.
- Work in progress.
- Will there be intensive workforce planning assistance/training

## 2009 Data Tables

<b>Table A</b> <i>Number of Full Time Equivalent Employees</i>								
<i>Position Type</i>	2002	2003	2004	2005	2006	2007*	2008*	2009
Classified	65168	65627	64564	64231	57639	60198	61411	61,812
Unclassified	25751	27346	27766	28498	27275	29720	31688	31,427

\*[Go back to Louisiana Workforce Facts and Figures](#)

<b>Table B</b> <i>Average Salaries--Full-Time, Regular Employees</i>						
<i>Position Type</i>	<i>Year</i>					
	2004	2005	2006	2007	2008	2009
Classified	\$32,294	\$33,400	\$34,787	\$36,104	\$39,619	\$40,988
Unclassified	\$51,983	\$53,814	\$54,577	\$55,933	\$59,246	\$60,854

<b>Table C</b> <i>Age Distribution—Difference between 1999 and 2009</i>				
<i>Age</i>	<i>Year</i>		<i># Difference</i>	<i>Percent Increase</i>
	1999	2009		
50-54	9089	15282	6193.00	68%
55-59	5207	12778	7571.00	145%
60-64	2327	7389	5062.00	218%
65-69	724	2952	2228.00	308%
70+	341	1708	1367.00	401%

<b>Table D</b> <i>Classified Employees by Race</i>		
<i>Race</i>	<i>2004</i>	<i>2009</i>
Native Hawaiian or Other Pacific Island	7	16
Multi-Racial	30	122
American Indian	223	199
Asian	472	501
Declined to State	680	602
Black or African American	28082	26828
White	35362	32642

<b>Table E</b> <b><i>Classified Employees by Gender</i></b>		
Year	Male	Female
2009	35%	65%
1999	37%	63%

\*[Go back to Louisiana Workforce Facts and Figures](#)

<b>Table F</b> <b><i>Classified Employees by Years of Service</i></b>	
Years Employed with the State of LA	Percentage of Current State Employees
5 years or less	35%
6-10 years	17%
11-15 years	13%
16-20 years	11%
21-25 years	8%
26 years or more	14%

\*[Go back to Toolkit for Workforce Planning & Development](#)